



When the going gets tough

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In our busy business world, we sometimes encounter times when things get on top of our teams. This aid-memoir was offered to one of our clients during one such period. If you know someone that needs it right now, why not forward it to them?

By the way, the photograph above is the last stage to the summit of Ben Nevis. It's one of those soul-destroying feelings when you get to what you think is the top of the climb, only to find there's an extra mile to go.

Will your people go that extra mile for you?



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Primeast has been helping clients to make the most of a changing world since 1986.

Top ten things to do when the going gets tough:

1. Test your understanding of the difficulties and priorities with your sponsor: they may see things in quite a different light.
2. Get the team together and explain the situation, the reasons why and the estimated duration of the difficulties.
3. Outline a compelling vision just beyond the glut of difficulties: long-term time horizons may be very demotivating in a crisis.
4. Be tough on what gets done and what doesn't: prioritise, postpone, delegate, and get rid of least profitable workstreams.
5. Make sure that the strategically important tasks figure as an appropriate priority: with time booked in diaries.
6. Think about hiring a "crack squad" to tackle short-term challenges: or an external problem-solving team to do nothing but "unblock the system".
7. Secure a period of "extra commitment" from the team with the promise of reward or "even keel" at the end of it.
8. In all of this, lead by example and keep talking to folk.
9. Remember to celebrate your successes (even small ones) as you go.
10. Keep your sponsor informed throughout and encourage their visibility with the team.